

CHAPTER 12 - EMPLOYEE PERFORMANCE

12.1 GENERAL

Supervisors evaluate employees for the express purpose of aiding the employee to better understand the mission of the department and specific work unit and to help the employee improve his/her contribution toward the accomplishment of that mission. The purpose of the evaluation process is to provide a formal means of communication between the employee and the supervisor with the end goal of helping the employee to improve as well as providing the supervisor an insight into the work of the employee. At no time should this process be viewed as "making book" against the employee or exclusively as a tool to "get someone". When used properly the evaluation process is a positive tool for all participants. (Consult the ADOA PASE Administrative Manual that is available online at www.hr.state.az.us/performance/index.html for additional guidance and forms.)

12.2 THE PERFORMANCE APPRAISAL FOR STATE EMPLOYEES (PASE)

PASE is designed to be flexible in order to meet agency needs. It includes two ways of rating job performance. One is the goals and objectives evaluation method. The other is the checklist evaluation method. These may be used individually or combined and applied to rate either individual or team performance. The key concept of PASE is that the employee's rating is based on predetermined job performance standards. The evaluation forms are designed to record planned job standards, observed work activities and earned ratings.

12.3 RECORD KEEPING

The supervisor prepares the checklists and any specific evaluation criteria with the employee and the reviewer. The supervisor will retain these documents during the evaluation period. When the evaluation process has been completed, the PASE Rating Summary Form and copies of checklists or goals and objective forms are submitted to DEMA/JP-P. They will be processed and entered into the HRMS system. The original will remain in the employee's personnel file. A copy of the PASE Rating Summary will be provided to the employee by the supervisor.

12.4 RATING SCHEME

The immediate supervisor as is indicated on the PDQ and the organizational chart for his/her position will evaluate each employee. The reviewer will be the evaluator for his/her immediate supervisor. Appropriate Division Director will approve exceptions to this in writing.

12.5 DISAGREEMENT WITH THE EVALUATION

The Employee Grievance Procedure has been modified for use when an employee grieves his/her evaluation.

- 1 When an employee disagrees with his/her evaluation and desires to grieve his/her evaluation, he/she must complete the Request for Resolution of Employee Grievance. This initiates the modified Grievance Procedure.

The term "days" refers to normal scheduled agency workdays. The time limits at each step will be adhered to unless both parties at the step involved grant an extension in writing.

2. The grievance will be submitted directly to Step 2, the Major Commander/Director. The employee has five working days to file the grievance, and the Major Commander/Director has five days to respond. With the exception of skipping step one, the normal DEMA grievance procedures identified in section 15 of this directive will be followed.